

**THE MEDIATING EFFECT OF ORGANIZATIONAL
CLIMATE ON THE RELATIONSHIP BETWEEN HRM
PRACTICES AND HR OUTCOMES IN THE LIBYAN
PUBLIC SECTOR**

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By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

Due to the lack of clarity between the Human Resource Management (HRM) practices and Human Resource (HR) outcomes, this study investigates the mediating role of organizational climate on the relationship between HRM practices (selection and recruitment, training and development, compensation and rewards, performance appraisal and HR planning) and HR outcomes in the public sector in Libya. A cross-sectional study using questionnaire survey was conducted, whereby the questionnaires were distributed through self-administered procedure. Questionnaire data were generated from 176 respondents comprising HRM managers in the Libyan public sector. The results from the hypothesis testing indicate, among others, that overall, there is a significant relationship between HRM practices and HR outcomes. Further findings show that organizational climate significantly and fully mediates the relationship between performance appraisal, compensation and rewards and HR planning and HR outcomes, but not the relationship between training and development and recruitment and selection and HR outcomes. Based on the findings, it can be concluded that HRM practices, such as selection and recruitment, training and development, compensation and rewards, performance appraisal and HR planning are significant and important factors that determine HR outcomes in an organization. Therefore, the study recommends that HRM practitioners and policy makers, should pay more attention to HRM practices in order to effectively improve HR outcomes in the organization. The study provides additional insight on the organizational climate from the Libyan perspective. Additionally, the study highlights the theoretical and practical implications with the limitations of the study and suggestions for future study also being included.

Keywords: HRM practices, employee relations, performance appraisal, human resource outcomes, organizational climate

ABSTRAK

Disebabkan hubungan Amalan Pengurusan Sumber Manusia dan Hasil Sumber Manusia kurang jelas, kajian ini menyemak peranan perantara iaitu iklim organisasi pada hubungan antara amalan Pengurusan Sumber Manusia (pemilihan dan pengambilan pekerja, latihan dan pembangunan, pampasan dan ganjaran, penilaian prestasi dan perancangan sumber manusia) dan Hasil Sumber Manusia dalam sektor awam di Libya. Satu kajian rentas yang menggunakan kajian soal selidik telah dijalankan, di mana soal selidik telah diedarkan melalui prosedur tadbir sendiri. Data dari soal selidik tersebut dapat dijanakan daripada 176 responden yang terdiri daripada pengurus sumber manusia di sektor awam Libya. Keputusan daripada ujian hipotesis menunjukkan, antara lain, bahawa secara keseluruhan, terdapat hubungan yang signifikan antara Amalan Pengurusan Sumber Manusia dan hasil Sumber Manusia. Penemuan selanjutnya menunjukkan bahawa iklim organisasi secara signifikan dan sepenuhnya menjadi perantara hubungan antara penilaian prestasi, pampasan dan ganjaran dan perancangan sumber manusia dan hasil sumber manusia, tetapi bukan untuk hubungan antara latihan dan pembangunan dan pengambilan dan pemilihan dan hasil sumber manusia. Berdasarkan hasil kajian, dapat disimpulkan bahawa Amalan Pengurusan Sumber Manusia, seperti pemilihan dan pengambilan pekerja, latihan dan pembangunan, pampasan dan ganjaran, penilaian prestasi dan perancangan sumber manusia adalah faktor yang signifikan dan penting yang menentukan hasil sumber manusia dalam sesebuah organisasi. Oleh itu, kajian ini mencadangkan supaya pengamal Pengurusan Sumber Manusia dan pembuat dasar, perlu memberi perhatian yang lebih kepada Amalan Pengurusan Sumber Manusia untuk meningkatkan hasil sumber manusia dalam organisasi dengan berkesan. Kajian ini juga menyediakan penerangan tambahan ke atas iklim organisasi dari perspektif Libya. Selain itu, kajian ini mengetengahkan implikasi teori dan praktikal serta limitasi kajian. Cadangan untuk kajian masa hadapan juga dimasukkan.

Kata kunci: amalan pengurusan sumber manusia, perhubungan pekerja, penilaian prestasi, hasil sumber manusia, iklim organisasi

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LIST OF ABBREVIATIONS

HRM	Human Resources Management
GDP	Gross Domestic Product
HRD	Human Resources Development
T&D	Training and Development
HRP	Human Resource Planning
WHO	World Health Organization
UNDP	United Nations Development Program
LD	Conversion Rates
CIA	The Central Intelligence Agency
MIC	Ministry of Inspection and Control Libya
NYS	New York State (Department of Civil Service Report)
P&G	Porter and Gamble
SKA	Skills, Knowledge and Abilities
KMO	Kaiser-meyer-mer-Olkin
EFA	Exploratory Factor Analysis

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Libya had a population of approximately six million inhabitants in 2012 (Bureau of Statistics & Census of Libya, 2012; CIA, 2013). Generally, Libya is a socialist-oriented economy, depending principally upon revenues accruing from the key oil sector, which drives the economy and made prosperous through its contributions to export earnings and the Gross Domestic Product (GDP) (Almhdie & Nyambegera, 2004). Human resource (HR) activities have been commonly used to observe organizational performance and the organizations come in all shapes and sizes which often exhibit more differences than similarities.

However, one common factor to all organizations is that success is highly dependent on the skills, knowledge and experience of their employees (Development & Learning Organizations, 2011). There is no doubt that the distinctive feature of the human resource management (HRM) practices such as recruitment and selection, performance appraisal, training and development (T&D), compensation and rewards and human resource planning (HRP) could be achieved through the people in the organization (Guest, 1997).

In recent years, significant inroads have been made in identifying the HRM practices-HR outcomes relationship. It should however be pointed out, that a few studies like Guest (1997), Gelade and Ivery (2003), Purcell, Kinnie, Hutchinson, Rayton and Swart (2003), Wright and Nishii (2006) and Katou (2008), have documented the link or special relationship between HR practices and organizational

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